Las prácticas de recursos humanos de alto rendimento y la evaluación del desempeño: evidencia empírica en la industria manufacturera española

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Abstract

This thesis work exposes three empirical essays with the purpose to contribute to understand how it works the assessment processes and the practices of human resource (HR) higher performance. From a multiple case study (Yin, 2008), first of all there were analyzed the implementation process of Competences Management System (CMS) in five Spanish industrial enterprises, focusing on the main elements, which according to literature, give shape to the competences management system -Design process – Diagnostic -- Development Plan and following up on competences management system results. One essential and common element through the analyzed cases is the description of competence management as a process of generation and transmission of information about the required competences on the job position and those which different employees already have. This section concludes with a series of implications to entrepreneurial management synthesized in propositions empirically contrastable to future works: 1) The Enterprises adopt a CMS because they expect to increase its benefits at organizational and individual level; 2) the implementation of a CMS depends on the size of the company; 3) the benefits of implement a CMS depends on the level of support of the high direction; 4) the benefits will be higher in those enterprise where the adoption of a CMS goes with the variations in the incentives system and the use of information. Secondly, it presents empirical evidence about the determinants of the adoption of a formal Performance Assessment System (PAS) of workers. Part of the literature has been focused on analyze the determinants of adoption of such system (Brown y Heywood, 2005; Addison y Belfield, 2008; Grund y Silwka, 2009), considering how the characteristics of labor force or individual, the control on jobs position, the practices related with the management of HR and the structural factors or the characteristics on the company, influence such adoption. According to the latter, it was synthetized and reordered the main variables used in such works: scale economies, intrinsic motivation, extrinsic motivation, the HR practices and the power of Unions. The contribution in this work tries to quantify the weight which different theoretical arguments have on final decision to implement a formal performance system. In general terms, the available empirical evidence points that the main determinant factors to adopt a PAS, are connected to theories which justify its adoption under efficiency criteria – Extrinsic motivation: incentive provisions - and- Intrinsic motivation: investment on training --, which appear have a bigger explanation capacity, in front to those based on the relative power of workers. Finally, it attempts to correct some endogeneity problems that have been given in previous literature about the factors which determine the adoption of Performance Assessment Systems (PAS). Most of the exogenous variables used in the literature to explain the adoption of the High Performance Human Resources Policy (HPHRP) are the same used to explain the adoption of PAS (intrinsic motivation, extrinsic, HR practices, union power, and scale of economies). The later, can be the origin of endogeneity problems to estimate the effects which some variables have in the adoption of PAS. To address this problem, there was an equations estimation where simultaneously it was analyzed the adoption of PAS and HPHRP. We consider that the results are significant both the academic literature and for decisions making in business related with HRP systems adoptions and the implementation of PAS. The first type of evidence is related to the identification of HPHRP that constitute as a system. The second evidence refers to the limited role that unions apparently play both in the implementation of HPHRP and in the

implementation of a PAS. The third evidence points out the implementation of HPHRP, in which are detected economies of scale related to the size of the plant and its implementation is larger when workers have higher levels of intrinsic and extrinsic motivation.